

RECTOR'S CONCORDIA UNIVERSITY 1995 - 1996 REPORT

LET'S GRASP THE OPPORTUNITY THAT CHANGE PROVIDES

You have before you a year in the life of Concordia University as summarized in this first issue of what will become an annual *Rector's Report*.

This was my first year at Concordia, and as I look back, I marvel at what a dynamic and exciting institution this is. I am extremely proud to be part of the reinvigoration of Concordia at a crucial point in its evolution.

Like other Canadian universities, we are faced with major challenges. Important shifts have occurred in university funding patterns, research support and expectations about the socio-economic relevance of university-level research, public attitudes, student expectations, information transfer and educational technology. These changes are at work today and they will increasingly shape our operations in the next few years. Creative adaptation to these forces is required.

Fortunately, in important ways, Concordia is better positioned to take advantage of the opportunities that change always provides. We have a tradition of innovation and of responsiveness to societal needs and our curriculum already offers courses that more traditional universities are only now developing.

Being still a relative newcomer gives me a vantage point from which I am probably better able to see this university's great strengths than my Concordia colleagues who have been through several years of turmoil. To me, the most impressive of these strengths are the resolve and dedication of our students, faculty and staff. Ours is a hard working university. Our students are goal directed and grateful for the chance at a higher education. For many it is an opportunity for which they have worked for many years. Our faculty and staff are remarkably loyal to this institution and proud of it; they have given much to Concordia, often under difficult circumstances. We are supported by increasingly influential alumni and alumnae and by a Board of Governors that deeply cares about Concordia.

This has been a year of transition and accomplishment. The Concordia community has warmly accepted me as new Rector and Dr. Jack Lightstone as the new chief academic administrator. We have had remarkable support in laying the groundwork for a strategic academic plan which, under Dr. Lightstone's direction, will be elaborated in the coming year.

An important restructuring of the senior administration has begun, the intent of which is to increase its effectiveness and reduce costs. Under the leadership of Dr. Harald Proppe, we have absorbed budget cuts of \$21.5 million over the past two years. This has been accomplished in a humane and respectful manner through highly successful early retirement packages. Fully 126 of 224 eligible staff members and 114 of 225 eligible full-time faculty and librarians have accepted early retirement. We are hopeful that many of them will remain active members of our community in other capacities.

Vice-Rector Services Dr. Charles Bertrand and his colleagues have maintained a high quality of support services despite stringent financial restrictions. We have made important progress towards improving labour relations at Concordia. Special efforts have been made to increase the involvement with the University of more of the 90,000 graduates of Loyola, Sir George Williams and Concordia. A remarkable one-year increase in the participation rate in the Annual Giving campaign, from 9.9 per cent to 15 per cent, was achieved and the campaign results are the best on record. We are optimistic as we prepare for the upcoming Capital Campaign.

As recorded elsewhere in this Report, Concordia students and professors continue to distinguish themselves in teaching and in research, and we continue to educate many students from a wide variety of backgrounds who are attracted by Concordia's welcoming attitude and unique programs. Yet perhaps the most important accomplishments during the past year have been the restoration of morale and optimism within our Concordia community and a reversal of the negative external image that, largely unfairly, has been attached to the University in recent years.

The coming year will not be easy. We face another \$12-million budget cut. Some contentious issues from the past couple of years are not yet satisfactorily resolved. Although we have been promised government support for much-needed capital projects, this remains to be confirmed and it will be at a level that is much less generous than our sister universities have enjoyed in recent years. This will place even greater importance on the Capital Campaign we are planning. While our long-term academic and space planning continue, short-term adjustments to the early retirements will be necessary.

Yes, the challenge continues. Yet as much as change is disorienting, it also affords us the opportunity to reshape our university to better meet society's needs. We will become a more focused, perhaps smaller, but a very much stronger university. In submitting this, my first *Rector's Report*, I am firmly optimistic. We all have reason to be if we grasp the opportunity that change provides.

Frederick Lowy

Dr. Frederick Lowy
Rector and Vice-Chancellor



Concordia
UNIVERSITY

ACADEMIC

STANFORD FACULTY

Engineering and Computer Science Professor **Ching Suen** was named to the prestigious Royal Society of Canada's Academy of Science. Suen, who built Concordia's **CENPARMI**, one of the world's foremost research centres in pattern recognition and machine intelligence, has written 10 books and more than 250 papers about computers.

Psychology Professor **Jane Stewart** was named to the Royal Society of Canada's Academy of Science, Life Sciences Division, for her work in the field of neural and hormonal control of appetitive motivation. Her studies have led to important advances in addiction theory, and over her 33 years at Concordia, she has played a leading role in building Concordia's **Centre for Studies in Behavioural Neurobiology** into an internationally recognized research centre.

Political Science Professor **Arthur Kroker** has been hailed as the heir apparent of communications theorist Marshall McLuhan. He and Marilouise Kroker, co-editors of *CTheory*, an electronic journal based at Concordia, were interviewed around the world in 1995-96 about how computer technology is changing the way we think and feel.



Arthur and Marilouise Kroker. (Linda Dawn Hammond)

Professor **Clarence Bayne**, Director of the **Diploma in Institutional Administration**, won a community service award from the City of Montreal and the Black History Month *table de concertation*. He founded artistic and educational groups, including the Black Theatre Workshop, the National Black Coalition of Canada, the Black Studies Centre, the Quebec Board of Black Educators, and the Black Community Council of Quebec.

Psychology Professor **James Pfaus** won the 1995 Frank A. Beach Award in Behavioural Neuroendocrinology, given by the International Society for Neuroscience.

Finance Professor **Lawrence Kryzanowski** was the first winner of the Prix ACFAS/Caisse de dépôts et de placements du Québec for his contribution to research in institutional portfolio management and related areas.



Finance Professor Lawrence Kryzanowski (centre) receives his award from Philippe Gabelier (left), a vice-president of the Caisse de dépôts et de placements du Québec, and Germain Godbout, Director-General of ACFAS. (M.C. Pélouquin & C. Fleury)

The works of Painting and Drawing Professor **Guido Molinari** were featured all summer at Montreal's Museum of Contemporary Art. The retrospective, which ran from May through September 1995, comprised more than 100 paintings, drawings, sculptures and poems from a 40-year career. Molinari is a member of the Royal Canadian Academy of Arts.

Fine Arts Dean **Christopher Jackson** led an ensemble in recording music that hasn't been heard for centuries. The compact disc by the Société de musique ancienne du Québec includes 17th-century French liturgical pieces brought to New France by the Jesuits and translated into Abenaki, now considered an extinct language.

Poet and Creative Writing Professor **Gary Geddes** won Chile's first Gabriela Mistral Prize for Literature. He began a publishing house in Montreal that brings work by Chilean writers to the marketplace.

Management Professor **Gary Johns** was named a Fellow of the American Psychological Association.

Novelist and lecturer in Creative Writing and Études françaises **David Homel** won the Governor-General's Award for his translation of the Quebec bestseller *Why Must a Black Writer Write About Sex?*

Concordia's Chair in Hindu Studies was taken up by Professor **T.S. Rukmani**, who has written seven books on the subject.

Electrical and Computer Engineering Professor **Jeremiah Hayes** was honoured with the Canadian Award in Telecommunications Research by the Canadian Information Theory Society.

Art historian **Jean Bélisle** won the Prix Alvine-Bélisle for a book aimed at 12- to 15-year-olds about an 1820 boat trip from Montreal to Quebec City. It was based on work he did as an underwater archaeologist on the *Lady Sherbrooke*, which was abandoned in 1826 off the Boucherville Islands just south of Montreal.

Professors **Wagdi (Fred) Habashi** and **Mohamed Osman** were named Fellows of the American Society of Mechanical Engineers.

Academic Initiatives

1995-96: Achievement, retrenchment, creative alliances

Each year, we measure our success in many ways — in research grants and scientific discoveries, in performances and creative work, in awards and accolades, and in the growing number of students vying for a space in our best programs. 1995-96 was no exception.

Our spending will be cut by \$40 million over five years, but one way we are saving money is by forging links between disciplines and with other universities. Another is to work constantly to improve our efficiency and our expertise.

Faculty of Arts and Science

Clusters of courses

The Faculty of Arts and Science contains the University's broadest range of disciplines. To help students choose from among hundreds of courses, the Faculty has developed *interdisciplinary clusters*.

Clusters are groups of courses around one theme. For example, students in the arts can learn the principles of science. Science students can take a cluster of life science courses including many of the courses suggested for entry into medical school. There are clusters on the basics of business, and on Quebec culture.

A second chance at success

The Faculty is also moving swiftly to help students with academic difficulties. Students with failing marks have been invited to take a new summer course called CLASS I to improve their ability to take notes, manage their time and prepare for examinations. Now, instead of losing an academic year, students who complete CLASS I successfully will be invited to tackle their studies again in September.

Confronting the pandemic

Concordia has a history of responding to real-life issues. Arts and Science teamed up with Fine Arts two years ago to offer the country's only course on HIV and AIDS. One of our former professors in the Educational Technology Department began work with Ukraine's national anti-AIDS committee to deliver AIDS education to that country's towns and villages.

Reaching out to Africa

Concordia's Education Department is well represented overseas. This year, our TESL (Teaching English as a Second Language) Centre linked up with South Africa's University of the North (QwaQwa Branch) in a \$1.5-million, five-year project to export our expertise in teacher training. TESL Professor Florence Stevens and Arts and Science Dean Gail Valaskakis secured AUCC support and CIDA funding for the project. Both universities have a large proportion of mature students, but QwaQwa is struggling to cope, while Concordia has knowledge to share.

In a similar endeavour, Education Professor Ailie Cleghorn and a colleague at the University of Zimbabwe became co-directors of a project to train early-childhood educators, the people entrusted with small children at daycare centres and nursery schools. The African university sent a faculty member to Concordia to be trained to teach Zimbabwe's first group of early-childhood education students.



TESL Professor Florence Stevens and former student and friends Lekhotla and Ntsutle Mafisa, who inspired the project with Qwa Qwa.

Faculty of Commerce and Administration

Swift response to change

Decisive administrators in Concordia's Faculty of Commerce and Administration have buried the myth that universities cannot make deep, rapid changes.

The Bachelor of Commerce, Bachelor of Administration and Executive and Aviation MBA programs have been profoundly reconfigured, all within a year. Responding to concerns from alumni that a broader view was required, professors consulted with students, industry leaders and deans from other schools.

Then they brainstormed on the subject of the skills required for today's job market. The attributes they identified became the core of the Faculty's curriculum. As of this fall, the Executive and Aviation MBAs will be better equipped than ever to transform students into decision-makers, communicators, entrepreneurs, leaders and global thinkers.

In 1995-96, undergraduate courses in Commerce and Administration were revamped. Core courses were combined and shrunk to make room for new courses on subjects such as ethics and contemporary business thinking. The aim: to make students good communicators, proficient at teamwork, adaptable and innovative, and to sharpen their ability to keep themselves well-informed.

New hours for busy part-timers

To better accommodate working students, the Faculty of Commerce and Administration will offer five courses on Saturdays, starting this September. Eventually, students may be able to complete a degree by attending school solely on weekends.

Technology to do a better job

Using profits from its executive development program, which generates \$1.5 million annually, the Faculty has created the Centre for Instructional Technology. Employees were retrained, computers were acquired for staff and professors, and an on-line faculty newsletter was launched. Graduate students now have access to the computer equipment they need to create professional presentations. The Faculty's acquisition of teleconferencing equipment also enhances education by allowing experts around the world to speak directly to students in the Faculty, as well as other Faculties.

Faculty of Engineering and Computer Science

Strong links with the real world

The Faculty of Engineering and Computer Science has created a 29-member advisory board of executives from industry, public and para-public institutions. Morrel Bachynsky, from MPB Technologies Inc., is the Advisory Board President. These dynamic advisors will help the Faculty with strategic planning, program development and performance evaluation, and attract exciting speakers to the University from industry and government.

Also, to enhance its graduate programs, the Faculty has become an active participant in a joint university-industry graduate thesis project sponsored by the Centre d'initiative technologique de Montréal (CITEC). The project enables graduate students to do Master and PhD theses on industry-related research.

Our native people, faced with huge engineering projects in their own back yard, are being encouraged to take the driver's seat. Every summer, native high school students fly to Montreal to attend Concordia's Engineering Explorations summer camp and get a taste of science and engineering as a career.



The new external Advisory Board will help guide the Faculty. (M.C. Pélouquin & C. Fleury)

Programs for the millennium

New students were admitted to the Faculty for the Winter Term in January 1996 for the first time in 10 years.

The Industrial Engineering program earned accreditation in 1995, and the Department of Mechanical Engineering is seeking year-long internships for undergraduate students between their second and third years.

The quota in the Graduate Diploma in Computer Science program doubled from 50 to 100 students.

A branch of the American Society for Heating, Refrigeration and Air-Conditioning Engineers was formed this past year at Concordia. It has settled in at the Centre for Building Studies (CBS), and will soon offer technical tours and guest speakers, as well as being a magnet for students in the field.

CBS introduced its new Graduate Certificate in Building Studies. The 15-credit program allows students to choose one of five concentrations in Building Envelope, Building Science, Construction Management, Energy Efficiency or Indoor Environment.

Interdisciplinary programs

An interdisciplinary group for environmental studies has been established between our Civil Engineering Department and our Ecotoxicology program, which is itself a joint initiative of Chemistry and Biology. This new group will permit research collaboration across an even wider spectrum of disciplines, maximizing the use of university facilities.

Collaboration with other universities

A Joint Master's program in Software Engineering was launched in collaboration with École de Technologie Supérieure, Institut National de Recherche Scientifique, UQAM, Université de Sherbrooke and Université Laval.

Faculty of Fine Arts

Arts education in demand

Hundreds of students apply annually to enter a limited number of places in Concordia's Faculty of Fine Arts. Often called the best of its kind in Canada, the Faculty comprises some of Quebec's most famous contemporary artists, and its avant-garde teaching is nationally renowned. Our Film students, for example, often scoop up major industry awards.

The first meeting of the new Advisory Board of the Faculty of Fine Arts took place in the fall of 1995. The 25 board members are all distinguished artists and patrons of the arts. They will apply their considerable talents to spreading the word about the remarkable education Concordia offers in visual art, film, theatre and music. The Advisory Board, chaired by Pierre Henry, was a major organizer of the successful Faculty benefit concert by Jeri Brown in May.

In an unprecedented move, the Faculty has designed a course for all Fine Arts students to provide them with a common experience and knowledge base. Fully 21 faculty members participated in teaching this course, which is called Visual and Performing Arts in Canada in the 1990s. It has been so successful that it draws students from throughout the University and is now a fixture of the curriculum.



Jeri Brown in concert on May 30, 1996. (Steve Leroux)

Digital art

These days, artists must be well grounded in the use of computers. In fact, Montreal is rapidly becoming a world centre for the digital art industry.

Concordia's Faculty of Fine Arts has responded to the digital revolution with a bold proposal to establish a state-of-the-art film animation and multimedia teaching lab. Offers of support have already been received from some of the major industry players.

The opening of the lab will complement two new, inter-Faculty (Engineering and Computer Science and Fine Arts) courses: the Major in Digital Image/Sound and the Fine Arts and a new Minor in Digital Image/Sound and the Fine Arts.

Art and drama can heal

The only art therapy program of its kind in Canada continues to grow, with the addition of drama as a therapeutic tool.

The program was also linked with the West Island Readaptation Centre through a two-year Seagram grant to develop a Centre for the Arts and Human Development. The Centre will bring art therapy to the outside community and give students the chance to work as interns.

Launching young artists

The Stanley Mills Memorial Foundation purchased six works by students in 1995-96. The goal of this three-year project is to give talented students their all-important introduction to the art-buying public.

School of Graduate Studies

Research and graduate education join forces

The Office of Research Services and the portfolio of research are now under the auspices of the Dean of Graduate Studies and Research. Increasing Concordia's research profile both within the University and in the larger academic community, as well as initiating efforts to enlarge the research funding available to faculty, now figure prominently in the priorities of the School of Graduate Studies and the Dean of Graduate Studies and Research.

Expanding graduate studies

The development of innovative graduate programs is keeping pace with the needs of new graduate students. The Minister of Education has approved the creation of Master's degrees in Applied Social Science, Social and Cultural Anthropology and Theological Studies, and a doctoral program in Art History. A proposal for an MA in Film Studies is on the desk of the Minister of Education and one for Translation Studies is being studied by the CREPUQ. A joint option in Composite Materials with Université de Montréal has been introduced. In addition, the School developed a brand-new graduate degree in record time: a Graduate Certificate in Building Engineering. As well as revamping the EMBA, the AMBA and the MFA programs, the School is helping develop a new option in Drama Therapy with the Faculty of Fine Arts.

Enrolment growth and student success

The School of Graduate Studies has enjoyed increased growth in graduate student enrolment and in 1995-96, there has been a record number of doctoral graduates. The performance of Concordia's graduate students in provincial and national fellowships competitions is very laudable, surpassing the national averages in the NSERC competition and being about the norm for FCAR and SSHRC. Increasing the funding base for the Concordia Graduate Fellowships Competition is now the School's most important objective, also to be given high priority in the upcoming Capital Campaign.

Standards of excellence

In keeping with these efforts to develop new academic ventures and to set high academic standards, the Council of the School ratified policies and standards for Faculty participation in doctoral and Master's programs, base-line admission standards for all graduate students and guidelines for student-supervisor relations. It will do likewise for diploma programs.

Undergraduate programs

118 in Arts and Science
18 in Commerce and Administration
9 in Engineering and Computer Science
37 in Fine Arts

Graduate programs

45 in Arts and Science
8 in Commerce and Administration
20 in Engineering and Computer Science
7 in Fine Arts

Joint programs

Concordia has 13 joint specialization/honours programs (for example, Education and Philosophy, French and History, Religion and Sociology), and 10 co-operative (or work-study) programs.

New programs

Master's in Theological Studies
Master's program (with École Polytechnique) for composite materials. Master's in Software Engineering, with seven schools in the province

Coming soon

Master's in Applied Social Science
Master's in Social and Cultural Anthropology
PhD in Art History, to be offered jointly with three other universities

Unique in Canada

The Continuing Education Certificate in Marine Transportation is the first program in Canada to train professionals to administer and sell shipping services. The Aviation MBA attracts seasoned professionals from all over the world, and has the active endorsement of the International Civil Aviation Association (ICAO). The Diploma in Institutional Administration and the Diploma in Sports Administration provide graduates with the practical skills they need to work in the arts and non-profit sector.

Hosts to the world

Conferences connect scholars and students; they provide a showcase for the best scholarship and creativity, and can dramatically touch the public. Here's just a sample of some held here in 1995-96

Students the world over came to Concordia's 15th annual **MBA Case Competition** in January, to analyze real-life business problems under intense pressure. They were judged by more than 100 Quebec executives, who readily volunteered their time. The 120 competitors came from business schools in such countries as Finland, New Zealand, Mexico and Germany.

The first year drew a handful, the second fewer than 50, but in the third year of the Faculty of Commerce and Administration's **Women and Work Conference**, 310 people enjoyed a day of inspiring talks by successful women.

The Faculty of Engineering's **Bridge-Building Competition** is in its twelfth year of testing the skills of young engineers. More than 35 teams from across Canada competed to design and build the strongest possible bridge from popsicle sticks, glue and dental floss.

The Centre for Building Studies celebrated its twentieth anniversary in May by hosting an international workshop on the **Quality of Indoor Environment in Confined Spaces**. The workshop on thermal comfort, ventilation and air quality followed a conference that drew 200 participants from 27 countries to Montreal.

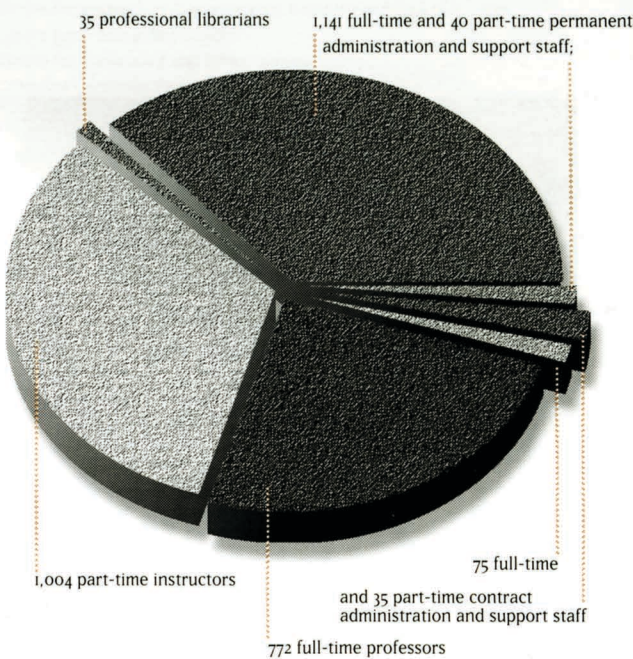
Each June, the **Institute of Management and Community Development** offers a low-cost, four-day series of lectures and discussion groups on community issues. This summer program, which provides valuable ideas and motivation for community organizers and anti-poverty activists, drew more than 400 participants in 1995, and continues to grow.

For the first time, the Northeast Region of the **National Academic Advising Association** will hold its annual meeting in Canada. Concordia will be host to about 250 advisors from universities and colleges throughout New England, the Atlantic and Quebec in 1997. The event is being hosted by Arts and Science's Student Affairs Office.

A variety of distinguished speakers visited Concordia in the course of the year including Noam Chomsky (at the invitation of the **School of Community and Public Affairs** and the **Karl Polanyi Institute Of Political Economy**), artiste Marie Chouinard (**Faculty of Fine Arts**), Rajmohan Gandhi, grandson of Mahatma Gandhi (**Loneragan University College**), Bangladeshi feminist writer Taslima Nasrin (**English Department**), and Jehan Sadat, the widow of Anwar Sadat (**Political Science Department**). A lively debate prior to the October 30 referendum was held at the **School of Community and Public Affairs** with political philosopher Charles Taylor and Daniel Turp, special advisor to Lucien Bouchard.

The people behind Concordia

Concordia employs about 3,000 people, including



Note: These statistics do not include those who took the early retirement package.



Playwright and social activist David Fennario (left) was a popular animator at the summer Institute. (Marcella Obrdzalek)

SOME RESEARCH

Research centres lead the way

Concordia houses many research centres, plus dozens of smaller groups, and a number of professors who are linked with Canada's Networks of Centres of Excellence. Here is just a sample of the work they are doing:

Mechanical engineers at the **Computational Fluid Dynamics Laboratory** are considered among world leaders in the use of computers to design safer, more efficient gas turbine aircraft engines. Most Pratt and Whitney aeroplane engines produced today include elements of the Centre's research.

The **Centre for Studies in Behavioural Neurobiology** comprises eight researchers and about 60 staff members who lead Canadian research in appetitive motivation, which includes sexual behaviour, addiction, eating, drinking and circadian rhythms. The Centre received \$1.2 million in funding in 1995-96 alone.

CONCAVE, Concordia's **Centre for Computer-Aided Vehicle Engineering**, is a North American leader in helping to design safe, efficient vehicles. Its engineers have tested the structural integrity of Bombardier's Eurotunnel cars. Quebec's Commission de la santé et de la sécurité du travail has provided almost \$1.5 million in funding for several CONCAVE projects.

The **Centre for Broadcasting Studies** is a national treasure. It is the official depository for CBC radio drama, and contains some 30,000 scripts and documents dating back to 1927. The material attracts writers, producers and scholars from all over Canada.

CENPARMI, the **Centre for Pattern Recognition and Machine Intelligence**, comprises 12 professors and 68 research staff, experts in image processing, machine intelligence, automation and algorithms for robotic manipulation. Their work over 18 years has had scientific, business and military applications.

The **Centre for the Study of Classroom Processes** is overseeing a Canadian pilot project called Success For All which teaches disadvantaged children to read. The system, used in more than 200 schools across the U.S., is being tested in a Montreal school where 40 per cent of the students have learning disabilities.

The **Centre for Building Studies** has a two-storey environmental chamber to evaluate the effects on walls and windows of freezing temperatures, blazing heat, rain penetration and other factors. Its first contract is with Metrotec, which has developed a new wall made of wood, a polyurethane air barrier, and a layer of cellulose fibre (recycled newspapers) treated to resist burning.

Shaping the real world

Making transportation safer

Mechanical Engineering Professor **Wagdi (Fred) Habashi** is identifying how and where ice forms on aircraft wings, how it alters flights, and how it can be safely removed. Habashi, an expert in computational fluid dynamics, will study the behaviour of air as it passes over the wings, and the effect of ice build-up on lift and drag. This will lead to a computer model to simulate ice formation, which will then be used to train pilots and help manufacturers design better de-icing equipment. The project, which operated on a \$223,350 contract in 1995-96, has already grabbed international attention; a crew from the BBC came from London in April to film a segment about the technology for a popular science program.

Tanker-trucks lug tons of poisonous and corrosive chemicals along Canadian highways and through our communities. A rupture could cause environmental disaster. Composites expert **Van Suong Hoa** has designed a better tanker-truck. The mechanical engineer will create the first one-piece tanker, which is sturdier than the current three-piece model. A thin cloth lining embedded in the wall will detect any material leaking through in time to make repairs.

The grant for his work was given by a trio of research councils on social sciences, medicine, and science and engineering. Hoa has won \$412,237 in grants for Concordia in 1995-96 alone.

Improving our lives

Electrical and Computer Engineering Professor **Tho Le-Ngoc** is leader of a national team of researchers studying advanced satellite communications. Le-Ngoc has received close to \$250,000 in grants and contracts this past academic year. The team's work will help determine how future broadband satellite systems used for multimedia communication will be designed, so as to best provide a multitude of services at the lowest possible cost.

Biology Professor **Claire Cupples** performs ground-breaking DNA research that explores how certain enzymes snip out damaged sections of genes and fill the gaps with correct genetic information. Her work may eventually provide clues about why defects in the DNA repair process in human cells leads to cancer. Her research is funded by the National Cancer Institute of Canada.

Making the most of the water in a desert is the goal of Civil Engineering Professor **Jean Drolet**, who has joined researchers in Jordan to find ways of making 10 to 15 centimetres of rain each year sufficient to nourish crops. The project received \$271,000 in Canadian government grants and matching resources from Concordia this year. Though the geographic area being studied is small, the results could have a huge impact on life in Jordan. Eventually, this research could apply to thousands of similar watersheds.

Concordia's **Ecotoxicology and Environmental Chemistry Research Unit**, headed by Professor **Perry Anderson**, is heeding warnings about the effects of pollution by studying fish in the St. Lawrence River. Their research shows the rate of deformities in sturgeon and white sucker embryos is several hundred times higher than control groups in pristine areas. A clue to the cause may be linked to previous work done by a UQAM professor (a former student of Anderson), who showed that abnormalities in bird embryos were due to PCB exposure on the part of the mother birds.



A team from Concordia and the Université du Québec à Montréal collects sturgeon from the Upper Outaouais River. Eggs stripped from the females are fertilized, and raised in Concordia's Ecotoxicology laboratory.

Understanding ourselves

A breakthrough by researchers at Concordia's **Centre for Studies in Behavioural Neurobiology** has made news around the world. Psychology Professors **Shimon Amir** and **Jane Stewart** discovered that the body's internal clock isn't solely based on light, as was thought. Other stimuli associated with the onset of light,



Claire Cupples, with a model of DNA. (Owen Egan)

Art therapy was brought to Montreal street kids in an eight-week Quebec-funded project headed by Professor **Julia Byers**. Youths who live on the streets are wanderers who, though they are in need of counselling, won't go to get it. To reach them, art therapy classes were held in a bunker where the youths congregated. In another project to develop empathy among children of the world, Byers collaborated with Ontario university researchers to collect 600 children's drawings that best showed feeling for others. They were transferred to a CD-ROM and a selection was put on a home page on the World Wide Web.

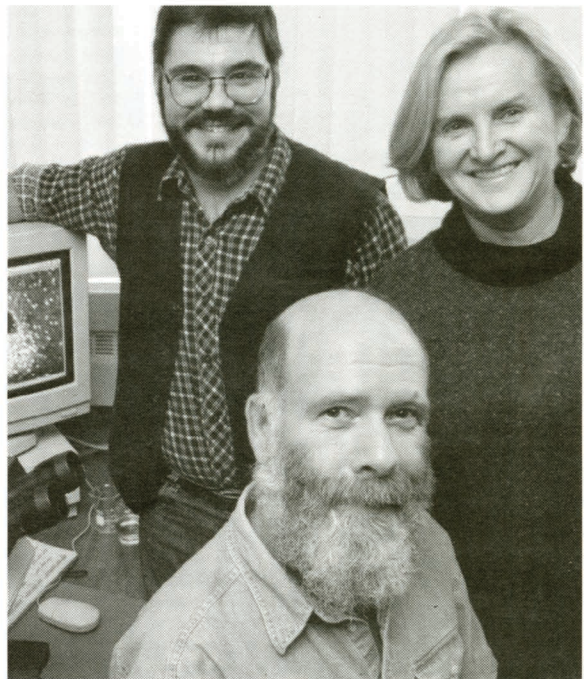
Leisure Studies Professor **Randy Swedburg**, who takes a special interest in the **Elderhostel** travel-as-you-learn program, is completing research that has identified a surprising number of retirement programs in non-traditional sites across Canada. He says that more than 200 programs exist in places such as libraries and museums. These are in addition to the Elderhostel's 300 sites across the country. The next step, which Swedburg plans for the coming year, is to start a pilot program in a library or museum where non-ageist programs on literature, Tai Chi and other subjects will be offered.

Working for the environment

A team of 100 researchers from Concordia and eight other universities in Quebec has formed a group to solve environmental problems related to soil contamination.

Maria Elektorowicz, Professor of Environmental Engineering at Concordia, is the Scientific Co-ordinator of **RESOL**. The unusual group was created in October 1995 to offer expertise on types of contamination and the appropriate criteria for decontamination. Elektorowicz and four faculty members in Geology, Civil Engineering, Biology and Chemistry are on the RESOL team.

such as odours, can reset the clock. One day, this discovery about circadian rhythms may help reduce jet lag and the effects of insomnia, help the blind adapt to a sightless environment, and eliminate problems faced by shift workers. It may also help control the trigger that causes mood swings between manic and depressed states.



Researchers Shimon Amir and Jane Stewart, with lab technician Barry Robinson (standing). (Owen Egan)

Ray Wise, PhD
Professor of Psychology

Professor's brain research provides clue to drug addiction.

Years of intensive research by Concordia psychobiologist Ray Wise and his colleagues at the Psychology Department's Center for Studies in Behavioural Neurobiology have resulted in substantial contributions to our understanding of how cocaine affects the motivational circuits in the brain. Resulting suggestions on drug treatments for cocaine addiction are currently under clinical investigation. Wise's findings have also led to a novel and widely respected theory of addiction.

This unique and innovative research has attracted some of the most dedicated students in the field. Among them, Darragh Devine, who won the Governor-General's Gold Medal for the best thesis at Concordia in 1995, credits Dr. Wise for much of his success. Says Devine, now a Post-Doctoral Research Fellow at the University of Michigan School of Medicine: "Quality research is the key to success in my field. Thanks to outstanding Concordia teachers and facilities, I was able to identify some of the brain's own chemicals that make us susceptible to addiction."

And there are other valid reasons Concordia is the right university for so many people: more than 180 undergraduate and graduate programs with strong reputations in business studies, communications, psychology, fine arts and engineering; a college system offering a personalized approach to education; a friendly atmosphere with professors who are known for their accessibility; a remarkable choice of programs on a full- and part-time basis; and two campuses with a student body truly representative of Montreal's diverse population.

When you consider that Concordia is also known for being in touch with the real world, you can be assured that what you learn here will go farther out there.

Concordia UNIVERSITY

1455 de Maisonneuve Blvd. W.
Montreal (Quebec) H3G 1M8
Tel: (514) 344-3000
Fax: (514) 344-2012

Real education for the real world

One of the magazine ads from the highly successful institutional image campaign that Concordia has conducted over the past six years to attract high school, college and graduate students to the University.

V E M E N T S



Ching Suen. (Spiras Bourboulis)

After analyzing the results of talks with and surveys of violent men, non-violent men and abused women, Leisure Studies Professor **Nathaly Gagnon** concluded that the male-dominated culture of team sports legitimizes violence towards women. But she also concludes that sports often act as a release that non-violent men use to dissipate anger and frustration.

If you're going to teach your children two languages, don't be afraid to start early. **Diane Poulin-Dubois** and her colleagues in Concordia's **Cognitive Development Laboratory** have proven that bilingual toddlers are able to realize that a single object has two names. While children younger than 27 months old accept both names, by 35 months, they reject one.

An international community of artists is behind artist **Barbara Layne's** work, which also explores the impact of communications technology on life and culture. In a project that required 80 people working together, she set up two looms, one in Montreal, the other in Los Angeles, then exchanged seismic data from the two areas. Each day for the month of October, the seismological patterns were woven into one long piece of material. The patterns were so complex that only one minute of data each day could be recorded in cloth. In a similar vein, she took photos of clothes in St. Lambert's Marcil Museum, then sent them by the Internet from Montreal to Salford, England, where they were reconstituted by weavers. Layne's work invites the viewer to speculate on the stasis of museums versus the constant activity in cyberspace.

Five professors — two in Fine Arts and three in Arts and Science — are in the midst of a three-year provincial grant to foster research on sexuality. The group has already launched Canada's first course on HIV and AIDS, and other sexuality-based courses are likely to follow. It held seminars on sexuality throughout 1995-96 for students and faculty, and is organizing a conference in May 1997 titled *Consoling Passions*, and an international conference the year after. The professors are working individually on research topics such as homoerotic imagery, artists and their sexual identities, AIDS and syphilis in literature, sex trade workers, and lesbianism in culture and politics.

Examining market values

The things you dread to discuss are Marketing Professor **Lea Katsanis's** stock in trade. She knows why jock itch sprays aren't shilled on television. Of about 10 products, including politically incorrect ones like fur coats, jock itch treatments scored highest as the most unmentionable, she found, because men are highly uncomfortable talking and listening to talk about their body parts. To her surprise, cigarettes surpassed guns as the most controversial, and most harmful, product. In another study on marketing as a tool for change, Katsanis discovered that personal contact by people such as nurses is far more effective than the media in encouraging people to practise safe sex.

In a different study, Marketing Professor **Michel Laroche** is finding that the media are equally ineffective in luring some people to buy certain products. Current research into the consumer patterns of recent Italian immigrants shows they are more likely to buy the same kinds of foods as people they know, as opposed to choices offered by advertising they see. One exception? Sweet junk food, which the media are proficient at selling.

Research into Canadian banks in the 1930s by Finance Professor **Lawrence Kryzanowski** has revealed startling news. While people thought their banks were solvent during the Depression, most weren't. The institutions survived, however, because the government allowed them to continue despite their insolvency, thereby maintaining depositors' confidence. Luckily, the economy improved, and the true state of their insolvency was not revealed.

Help on the job

Ching Suen and his team at the **Centre for Pattern Recognition and Machine Intelligence (CENPARMI)** have developed computer programs that, by mimick-

ing human judgment and thinking patterns, can reliably read written numbers. They are continuing work on programs that will be able to read cursive script — a huge boon to companies that now require people to process bills, credit card slips and cheques by hand. Bell Canada has provided \$1.3 million of the Centre's grants and contracts, which has reached about \$2.5 million. Over the years, Suen has won \$600,451 in grants to support his research.

For 15 years, professors in Concordia's **Department of Management** have studied the links between people and organizations, determining what businesses can do to attract employees, how workers are socialized on the job, even the effects on workers unhappy in their jobs, such as stress, burnout and depression. Currently, researchers are collecting data on flight attendants based in the South Pacific, nurses in the Caribbean, the effects of shift and weekend work, and the growing phenomenon of working at home.

Preliminary results show, for instance, that some people prefer evening and night work. Since they are not usually given a choice, however, their performances in day jobs, and the performances of others working disagreeable shifts, are substantially lower.

Researchers at Concordia's **Computer-Aided Vehicle Engineering Centre** aim to improve life for bus drivers. The Quebec government is funding research to find out what happens to drivers who bounce around in the same seat for hours at a time on bad roads.

Field research into the problem has helped produce a machine that mimics the vibration; now the team, headed by Mechanical Engineering Professor **Subhash Rakheja**, is looking for solutions.



Subhash Rakheja tries out a version of the bus driver's seat in the CONCAVE lab. (Owen Egan)

When **Don Ritter** designed the software he called **Orpheus** as a graduate student at MIT in the mid-1980s, few people in the arts recognized that computers had practical applications for the field — and no one conceived of software that could do what Orpheus did.

Now a Design Art professor at Concordia, Ritter is on extended leave to further polish the software that transforms the work of music-video makers, who must painstakingly match sound to image. Orpheus loads the images so that they can be systematically "played" and altered by music or voice or any other shifting series of notes. Even a note's intensity affects the image. Orpheus has already been used by at least 60 electronic artists. This and other work has earned Ritter \$155,000 in grants this past decade; he estimates he has spent another \$100,000 of his own to help develop Orpheus.



Concordia's library collection is composed of 1.6 million items, including books, periodicals, government publications, technical reports, microfilms, audio-visual material and special collections. (Barry McGee)

Grants and contracts awarded in 1995-96*

Total: \$13,944,409
Arts and Science \$6,795,670
Engineering \$6,019,701
Commerce and Administration \$640,488
Fine Arts \$402,066*
Administration/Library \$86,484

* Does not include Canada Council grants won by Fine Arts faculty members, which totaled \$71,958 in 1994-95

Concordia's research centres:

Centre for Studies in Behavioural Neurobiology
Centre for Research in Human Development
Centre for Building Studies
Centre for Study of Classroom Processes
Centre for Computer-Aided Vehicle Engineering (CONCAVE)
Centre for Pattern Recognition and Machine Intelligence (CENPARMI)
Centre for Industrial Control
Concordia Centre for Composites (CONCOM)
Centre for Signal Processing and Communication (CENSIPCOM)
Interuniversity Centre in Computer Architecture and Very Large Scale Integration (VLSI)
Centre interuniversitaire en calcul mathématique algébrique (CICMA)
Centre for Research in Computational Research and its Applications
Centre for Broadcasting Studies
Centre for Community and Ethnic Studies
Canadian Centre for Picosecond Spectroscopy

* 1995-96 Preliminary year-end results.

CONCORDIA RESEARCH

STUDENT

Students show the way

For the first time in anyone's memory, an undergraduate student was short-listed for the Governor-General's Award for Fiction, the leading literary award in Canada. **Diana Atkinson**, an English major, was short-listed for her novel *Highways and Dancehalls*. And **Julie Keith**, who earned her Master's in Creative Writing, was short listed for her collection of stories, *The Jaguar Temple*.

History student **Carol McQueen** is now at Oxford University, thanks to one of Quebec's two Rhodes Scholarships. **Cathy Busby** was awarded a Fulbright Scholarship to continue her studies in communications at New York University.

Mechanical Engineering PhD student **Guido Baruzzi** was runner-up in the NSERC Doctoral Prize Competition for best doctoral thesis in Canada.

Concordia's Alumni Association bestowed Outstanding Student Awards on **Emerson Thomas**, an excellent basketball player and academic achiever who earned his BA and is now working on a Diploma in Sports Administration, and **Alexandra Flynn**, who is completing a double major in Political Science and Economics. While she was vice-president of the student union, Flynn developed a Student Bill of Rights and Responsibilities.

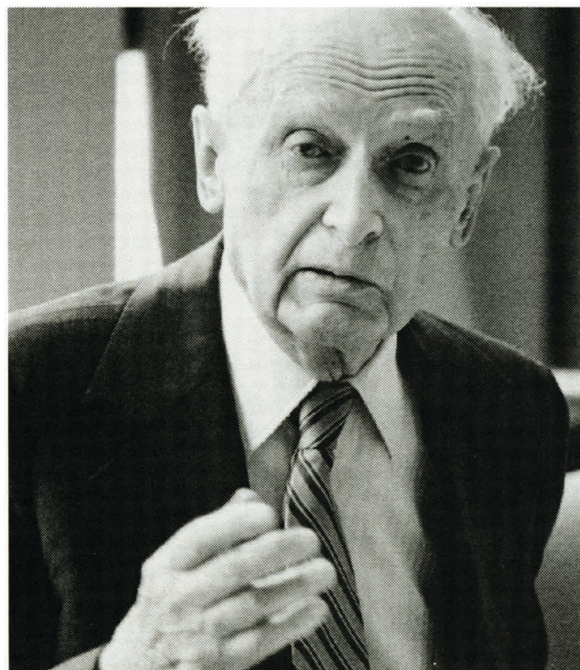
Doctoral student in Physical Chemistry **Timothy Gadosy** not only won the Governor-General's Gold Medal for academic excellence, he was named valedictorian of the 1995 fall convocation. He co-wrote seven published papers while pursuing his PhD.

When Music student **Josée Campeau** left Concordia, she headed for the bright lights and magical atmosphere of Montreal's internationally acclaimed Cirque du Soleil.



Josée Campeau. (Owen Egan)

Carmelino Sacco and staff member **Christopher Brodie** created a World Wide Web page that introduces blind users to the Internet. When Sacco, a blind Music student who needed to do research on the Internet, logged on, Brodie said his face "just lit up. It was really quite electric watching him." Their home page includes links to online books and to a company that makes software for blind users. The address is <http://ourworld.com-puter.com/homepages/aofe>.



Dagobert Broh.

You're never too old: **Dagobert Broh**, 92, successfully defended his doctoral thesis in History in March. He chose as his subject *Aufbau*, a Jewish newspaper that flourished between 1934-48 in North America.

Elise Bernatchez's yard was part of her dissertation to earn a PhD in Humanities, and the thesis committee was invited to her garden for her thesis defence. The thesis's written component explores the line separating the creation of works of art and the act of writing and talking about art.

Christopher Healey, a student in Studio Arts, expressed his struggle to combat cancer in a series of 13 paintings, many of them self-portraits, displayed in the Visual Arts Building gallery. They included work he did while undergoing chemotherapy.

Art Education doctoral candidate **Robert Kingsley Ayiku** was awarded a doctoral fellowship from the J. Paul Getty Foundation. His topic is "Symbolic Meanings in the Ghanaian Arts."

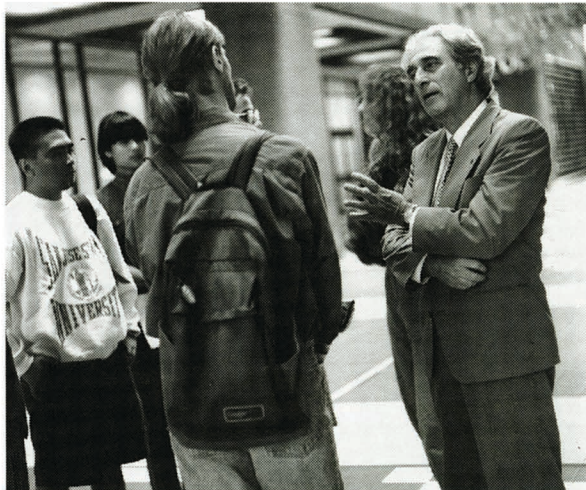
Lifelong learning

CONCORDIA UNIVERSITY is dedicated to lifelong learning. We encourage students of all ages to enrol, whether they are just starting out, improving their skills, or changing careers. The cultural diversity in a Concordia classroom is a microcosm of Montreal itself.

"Real Education for the Real World" isn't a hollow promise. Concordia's flexibility draws almost as many part-time as full-time students, who can choose from a multitude of programs, including many unique to Quebec, and even Canada.

We've kept our classes small, and many professors are willing to help students before or after class. Our courses make constant reference to real-life situations, and new programs are constantly being designed in response to the needs of the marketplace.

We have a well-developed system of co-operative education, in which students alternate working in business and industry with their university classes. It's an approach that produces well-rounded graduates, able to walk into jobs with little or no training by employers.



Rector Frederick Lowy met students during Orientation Week last September, as he began his first term. (M.C. Pélouquin & C. Fleury)

Arts and Science

Making a difference in the real world

More than 40 students have volunteered to work with school children from six to 16 in Concordia's Inner City Youth Project. Run by Leisure Studies Professor **Lisa Ostiguy**, the program offers arts and crafts, hockey and music, and more individual attention than other programs of its kind. Eight Montreal-area schools and two drop-in centres are involved.

Concordia Journalism Diploma students spend two nights a week helping teenagers find the words to express what violence is doing to their lives, in **LOVE**, an acronym for Leave Out Violence. In this photojournalism project with Dawson College's photo lab, teenagers interview police officers, community leaders, victims of crime and gun-control activists, and illustrate their own stories with photographs.

Two Communication Studies students helped run the first "wired" **United Nations** summit, whose topic was youth leadership training. **Iain Cook** and **John Stevenson** helped co-ordinate a global linkages workshop for 115 delegates. They were invited back for the UN's fiftieth anniversary celebrations in October to give a similar workshop to delegates and guests. Cook and Stevenson have set up an on-line gallery for local artists and musicians at <http://www.tdg.ca/espace>.

David Boys was chipping away part-time at his psychology degree when he became World Champion at Scrabble in November. He played for four days in London, England, defeating 60 contestants from 31 countries. Boys will remain champion for two years, and will defend his title in New York in 1997.



David Fairchild. (Phil Carpenter)

The United Nations bestowed its highest award, a Force Commendation, on 22-year-old Political Science student **David Fairchild** in February. Fairchild, who was serving with Canada's troops in the former Yugoslavia, risked his life not once, but three times, to rescue wounded civilians from a town being shelled. Concordia is the regiment's school of choice because its flexible schedule is easier for those enlisted in the reserves.

Commerce and Administration

Banner year for business students

Concordia's 1995 pass rate among first-time writers of the rigorous, four-day Uniform Final Examination for Chartered Accountancy was 82.4 per cent, surpassing the Canadian average of 63.1 per cent and the Québec average of 53.9. Since 1992, the pass rate of Concordia students in the **Graduate Diploma in Accountancy** who wrote the exam was higher than both the national and provincial averages for first-time writers, in some instances by as much as 45 percentage points. Six Concordia students scored in the top 10 in the province, including **Kimberly Miousse**, who placed second in Quebec and third in Canada. Concordia students have exceeded the national pass rate every year since 1988. In other exam results, **Anna Mistretta** earned first place in both Quebec and Canada in the **CGA Taxation II** exam. Fellow student **Linda Kwong** earned second place in Quebec and Canada for Finance. Three other Concordians

placed in the top 10 in Canada in the exams for **Taxation II**, **Financial Accounting and Auditing III**.

The title "Best Commerce Faculty" was awarded to Concordia in January at the annual **Quebec Commerce Games**, attended by all 12 Quebec universities and the University of Ottawa.

Teams from Concordia snatched the **Undergraduate Business Games** trophy at the University of Western Ontario in February. Concordia sent 45 undergraduates and plans to host the 1997 edition.

Concordia Master's of Business Administration students won the annual **Dalhousie International Business Case Competition**, which draws teams from across Canada. They received the Minister's Cup, given by the Honourable Lloyd Axworthy in Ottawa.



Sorin Munteanu, Drummond Aikman and Elena Kontakos. (Owen Egan)

Students **Sorin Munteanu**, **Drummond Aikman** and **Elena Kontakos** were the organizers of the **15th MBA Case Competition**, which saw 120 students from all over the world compete to solve real-world business problems. The four-day team contest involves more than 100 executives from the Montreal area, who are more than happy to act as judges — and scout for prospective employees.

Engineering and Computer Science

Lending a hand

Engineering students have been working hard to make their profession more diverse. In 1995-96, this effort included **REACH**, a summer camp for children run by students, and **Engineers of Tomorrow**, a day-long event open to young women only. About 100 girls from 10 area high schools were introduced to Concordia's laboratories and tried their hand at engineering projects, with the help of four Concordia students. Some 600 young women have participated since the event began four years ago.

The Faculty of Engineering and Computer Science's **Bridge-Building Competition** has tested the skill and ingenuity of young civil engineers for 12 years. More than 35 teams from across Canada compete to design and build the strongest possible bridge from popsicle sticks, glue and dental floss.

Concordia is the only Canadian entry among 12 universities across North America in the **FutureCar Challenge**, a competition for engineering students sponsored by the auto industry and the U.S. government to make a vehicle with cleaner, more efficient fuel, while maintaining price, performance and utility. The winner will be announced in the spring.

A project by fourth-year **Mechanical Engineering** students offers the promise of more independence for wheelchair users. Under the leadership of Professor Sam Osman, a group of five students are adapting a 1984 Honda three-wheeled scooter to serve as a mobile wheelchair for the disabled. The project is one of five that Osman is supervising. Over the years, students in his Mechanical Design course have won awards in both the Quebec and Canadian Entrepreneurial Design Competition.

V E M E N T S

Fine Arts

Strong as ever in Cinema

Concordia's Fine Arts Faculty Cinema Department produced another flock of winners in 1995-96.

Four Master's students in **Film Studies** and **Film Production** won awards from Quebec's Fonds pour la formation de chercheurs et l'aide à la recherche, which judges film, television and radio.

François Dagenais has been accepted by the American Film Institute's program for cinematographers, a first for Concordia.

Laurence Green took home the \$5,000 NFB-John Spotton Award for Best Canadian Short Film from the Toronto International Film Festival. His 21-minute film, *Reconstruction*, explores family relationships through his childhood memories of summer vacations.

Student films were chosen for festivals in San Francisco, Germany and Brazil, as well as Montreal. **Lena Yeretizian**, a studio student, took the Best Experimental Film Award at the Montreal World Film Festival last summer for *Fractures in Light*.

The existence of a "gay gene" was debated in *Anatomy of Desire*, by Film Production graduate **Jean-François Monette** and **Peter Tyler Boullata**, a Creative Writing major. Their film was shown at the San Francisco festival, and was rated one of the festival's 10 best by a newspaper there. Two of the four Canadian films shown in Germany's film festival were by Concordia Cinema students, as were three of the seven shown in a festival in Sao Paulo, Brazil.

The Colleges

Concordia has a long tradition of concern for the individual, giving its students the opportunity to plan programs to suit their own particular needs and circumstances. As such, it has developed some of the most innovative education in the university milieu today. Its colleges, institutes and schools, which are small units within the Arts and Science Faculty, represent one of its many exciting features. These units are: **Liberal Arts College**, **Loneragan College**, **the School of Community and Public Affairs**, **the Science College** and **the Simone de Beauvoir Institute**.



A group of students and professors from Concordia's Liberal Arts College spent two weeks in Moscow and wrote a book titled *Minerva's Russian Odyssey* about their offbeat, memorable adventures. (Laszlo Gefin)

Alumni

Alumni are loyal

Concordia's alumni associations honour their own. In 1996, the top award went to **Humberto Santos**, a tireless volunteer for Concordia and a Master's of Business Administration graduate who is now CEO of Desjardins-Laurentian Financial Corp.

Alumni from all walks of life make their marks as individuals, too. Actor **Kathy Michael McGlynn**, who received her BA in 1975, won Canada's top theatre award this past year for her role as the witch in the musical *Into the Woods*.

John Marcovecchio, who graduated with a Civil Engineering degree in 1986, is Vice-President of Magil Construction and oversaw the building of the new Molson Centre.

Two of three poets named by *The Globe and Mail* as emerging writers of exceptional calibre, **Mark Cochrane** and **Carmine Starnino**, are graduates of Concordia's Creative Writing program.

Concordia alumni are enthusiastic participants in the life of the university. In fact, the **Mentor Program**, which matches successful graduates with students by profession, has volunteer mentors to spare in such varied fields as financial services, molecular biology, human resources and film.



Director of Alumni Affairs **Ann Vroom** delightedly accepted a Grand Gold Medal from Peter Buchanan, President of the Council for the Advancement and Support of Education, at a ceremony in New York. The award was given for the way Alumni Affairs has organized popular seminars for alumni, instituted teaching awards for faculty, and established a mentor program for students.

Concordia alumni associations span the globe. The biggest chapter has more than 400 members and is in Hong Kong. There, every Christmas season, alumni dress up in long gowns and tuxedos to attend a grand ball in the largest hotel in the city. Events throughout the year include mah-jongg games, dragon boat races and barbecues at members' homes. All alumni events are bilingual — in English and Cantonese.

Athletics

Our athletes made their mark

Denis Montana is going straight from Concordia's playing field to the NFL's Houston Oilers. Montana, a Geography major, attracted the interest of more than 20 NFL clubs when one scout recorded him doing a 40-yard sprint in 4.37 seconds. Another Stinger was picked in the CFL draft this year: **Farell Dudair**, a Theology major, will be playing with the Calgary Stampeders. He was the eighth overall draft pick.

Leigh Jason Quilliams topped the Quebec university ski circuit for the second consecutive year. Quilliams, a Physics major, won seven out of a possible 10 gold medals during the season.

The Concordia Stingers basketball team was the outstanding men's team in Quebec and coach **John Dore** was named Coach of the Year. Forward **Maxime Bouchard**, a Leisure Studies student, was named All-Canadian by the CIAU.

Two soccer players were chosen for an All-Canadian team, forward **Mario Lombardi** (Leisure Studies) and mid-fielder **Anthony Primiani** (Management). Primiani is also the Quebec Students Sports Federation's Rookie of the Year.

Jean-François Daviau, a Cinema major, won a gold medal at the Canadian Interuniversity Athletic Union wrestling championships in February. Daviau chose Concordia because it has the only wrestling team at a Quebec university.

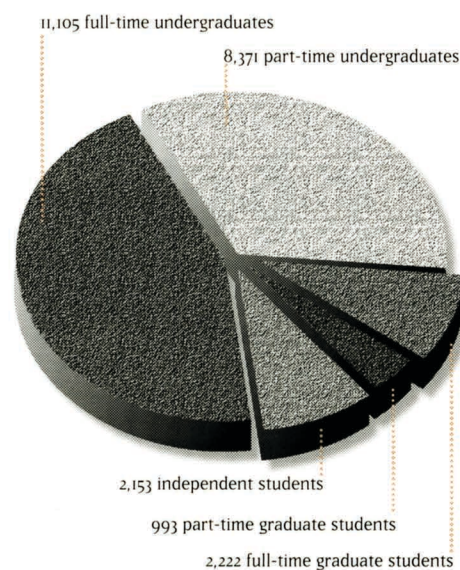
Marketing student **Hercules Kyvelos** was named Canada's outstanding boxer of 1995, and represented Canada as a welterweight in the Atlanta Olympic Games. Herc has knocked out 25 opponents in the ring. He won the Golden Gloves eight times, and took the bronze medal at the 1995 Pan American Games.



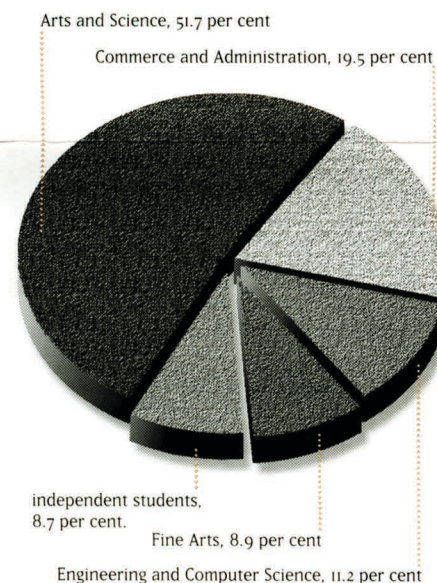
The Concordia Stingers women's hockey team hasn't lost a single game in three years. The team successfully battled other east-coast collegiate teams in Canada and the northeastern U.S. to win the Theresa Humes Invitational Women's Tournament in February for the fourth time in a row. (André Forget)

Students can now get an ID card complete with colour photo and signature within two minutes at the Student Services Centre. And thanks to software developed by the Concordia Bookstores, their identification number will provide them with an individualized list of all the books they need for their courses.

Concordia has:



Proportion of the student body by Faculty:



91 per cent of Concordia students are Quebecers. Five per cent are from other provinces, and 4 per cent are from other countries.

Scholarships available:

Undergraduate: \$260,000

Graduate: \$800,000

More than 800 students earn scholarships and fellowships.

First choice:

83 per cent of our part-time students say that when they decided to go to university, Concordia was their first choice; 58 per cent of full-time students agreed.

HIGHLIGHTS

Budget cuts 1995-96

\$10 million was cut from Concordia's 1995-96 budget, as follows:

- \$5.2 million from the four Faculties
- \$4.3 million from administrative and support services
- \$500,000 from the academic sector outside the four Faculties.

These budget cuts were necessary, in part, because of Concordia's \$7.5-million share in a reduction of operating grants from the Quebec government, plus a \$1.2-million loss due to lower enrolment. Concordia's debt, accumulated before 1990, now stands at slightly more than \$37 million.

Revenues:

Operating	
Quebec grants	130,198,000
Tuition fees	30,106,000
Miscellaneous fees and other income	7,033,370

Research

Research grants and donations	12,312,517
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Designated Accounts

Donations, grants and other income	2,616,727
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Expenses:

Operating	
Academic	103,193,519
Administrative	19,284,427
Operational Services	14,091,656
Library	10,045,001
Computing Services	5,463,140
Audio Visual	1,923,905
Interest	2,408,961
Rents	5,989,337
Unusual expenditures	6,783,489
Student Services	5,592,551
Ancillary Services	14,011,670
Research & other agencies	553,095

Research

Research	12,312,517
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Designated Funds

Trust and other funds	2,616,727
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Board of Governors 1995-96

Eric H. Molson, **Chancellor**
Reginald K. Groome O.C., **Chairman**
Eileen McIlwaine, **Vice-Chairwoman**
C. Jacques Ménard C.M., **Vice-Chairman**
Frederick Lowy, **Rector and Vice-Chancellor**

Tannis Arbuckle-Maag
Brian Aune
Charles L. Bertrand
Michael Brian
Alex Carpini
Jonathan Carruthers
Dane Doleman
Mariannne Donaldson
Leonard Ellen
Alexandra Flynn
Pierre Frégeau
Bérengère Gaudet
André Gervais
Leo Goldfarb
Henry Habib
Jeremiah Hayes
Peter Howlett
Paul Ivanier C.M.
Frank Knowles
Lawrence Kryzanowski

Ronald Lawless
George Lengvari
Jack Lightstone
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Susan O'Connell
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Harald Proppe
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Miriam Roland
Elizabeth Saccà
Humberto Santos
Dev Srinivasan
Brian Steck
William W. Stinson
Claude I. Taylor O.C.
Lillian Vineberg
Jonathan Wener
Susan Woods

Members of Senate 1995-96

Regular Voting Members

Frederick Lowy (Chair)
Jack Lightstone (Vice-Chair)
Gail Valaskakis
Mohsen Anvari
Donat Taddeo
Christopher Jackson
Martin Kusy

Faculty of Arts and Science

William Byers
June Chaikelson
David Cheeke
William Knitter
Sheila McDonough
Robert Pallen
Harvey Shulman
Annette Teffeteller
Vijay Rajiva

Faculty of Commerce and Administration

Abolhassen Jalilvand
(repl. by Prof. C. Bayne)
Vishwanath V. Baba
T. Jerry Tomberlin

Faculty of Engineering and Computer Science

Hugh McQueen
Rajnikant V. Patel
(repl. by Theodore Stathopoulos)
Hormoz Poorooshasb
(repl. by C. Lam)

Faculty of Fine Arts

Donald Andrus
(repl. by Prof. J. Krause)
Mark Corwin
Laurent Roberge

Undergraduate Students

Jason Baerg
Kristina Bolh
Marlon Cambridge
Jonathan Carruthers
Marika Giles
(repl. by Mr. I. Sullivan)
Kerri Norman
Hina Patel
Erik Paulsson
Dev Srinivasan
Sam Tabar

Graduate Students

J-F. Plamondon
Michael Klamph

Regular Non-Voting Members

Harald Proppe
Charles Bertrand
Bérengère Gaudet
Tien Bui

Permanent Observers

Kenneth Roy Bonin
John Woodrow
Donald Boisvert
Mary Brian

Secretary of Senate

John Noonan

Setting a course for the future

In a document titled "Setting the Course for Our Future," Vice-Rector Academic Jack Lightstone and Rector Frederick Lowy set out criteria to guide Concordia's future development. The five criteria for maintaining, developing and fostering programs are: teaching and research programs of recognized academic excellence; quality programs in which revenues generated significantly exceed the costs incurred; quality programs with evident potential to draw more students; quality programs in partnership with other area universities; quality programs that are central to our institutional identity.

Facing the financial squeeze

Healthy belt-tightening

The university faces an estimated \$41-million shortfall over the next five years due to factors affecting all Quebec universities, i.e., government cutbacks and declining enrolment. The budget for 1995-96 included a cut of \$10 million. The preliminary 1996-97 figures, presented on May 23, present a total operating budget of \$170,457,000, which includes a cut of \$12.5 million.

The first phase of an organizational review of the administrative and support sector, carried out in 1994-95, led to a major rationalization of Concordia's support services, and was aimed at reducing this sector's budget by 10.5 per cent, or \$5.5 million, over five years. The second phase, which began in 1995, introduced CQI (continuous quality improvement, a self-management technique), and established principles to cut spending in the academic sector over the next five years by 5.5 per cent, or \$6 million. The four Faculties undertook to make their own economies, and by May, they were reducing unnecessary programs and rationalizing the administration of their departments. The granting of sabbaticals is being closely monitored, and a selective hiring freeze is in effect. In the spring of 1996, the University announced a restructuring of the senior administration, which should realize savings of \$1.1 million.

Early retirements offered

As part of the effort to trim costs, early retirement incentives were offered to staff, faculty and librarians. Almost half of those eligible took advantage of these offers. These retirements should save about \$11 million per year (about \$7 million will be saved in 1996-97 alone). The University acted quickly to help employees affected by the budget compression, and has relocated more than half of the 42 people whose jobs were eliminated, in most cases with retraining.

Fundraising initiatives

Phoning for dollars

Concordia took a new approach to fundraising in October with a phone-mail campaign. Letters went out to 40,000 alumni in Quebec and Ontario who had never made a donation to Concordia before, and the letters were followed over the next seven months by telephone calls. The response exceeded the campaign target of \$260,000. By the end of May, the end of the fiscal year, the campaign had produced more than \$300,000 in pledges, \$216,000 cash in hand. Best of all, this phone-mail campaign brought in about 3,500 first-time donors. In addition, 40,000 previous donors in Quebec and Ontario were contacted as part of the eighth annual Phonathon. The 140 volunteer staff, student and alumni callers exceeded their goal, raising nearly \$100,000 in pledges. Each donor could choose how their money would be spent, and all undesignated donations have gone towards scholarships and bursaries.

The Capital Campaign

If you are one of Concordia's alumni, staff, students, professors or have donated to the university in the past, prepare to become part of its Capital Campaign, Concordia's major fundraising effort. The appeal to faculty and staff begins in the fall of 1996; the more public face of the Campaign, which involves current and former students, starts in fall 1997.

The Campaign will last for three years, and hopes to raise at least \$50 million. Major donors to fund specific projects, including corporations and foundations, will be approached from the start. The funds raised will nourish undergraduate and graduate scholarships and fellowships and recreational facilities, and projects within the library and the four Faculties.



Homecoming celebrations drew hundreds of graduates and their friends back to Concordia over three days in October to attend concerts, dinners, seminars and the yearly Homecoming Cup football game. An added attraction this year was the Journalism Department's 20th anniversary celebration (above), timed to coincide with Homecoming. (M.C. Pélouquin & C. Fleury)

Change and exchange

A new Rector

"Universities need not be reluctant to reinforce virtues: honesty, truth telling, dependability, acceptance of personal responsibility, avoidance of demagoguery, and so on". Rector Frederick Lowy, in his first address to the Concordia community, at fall convocation, in November 1995.

Dr. Lowy came to Concordia from the University of Toronto, where he had been Chair of Psychiatry in the Faculty of Medicine, then Dean, and finally, Director of its Centre for Bioethics. Lowy was born in Austria and reared in Montreal. He studied medicine at McGill University.



Rector Frederick Lowy was installed with pomp and ceremony at fall convocation in Place des Arts, but he also attended an informal tea party for the University community in Place Concordia. (M.C. Pélouquin & C. Fleury)

Exchange for Change

Frederick Lowy believes that change is best reached through open discussion. He instituted monthly "Exchange for Change" lunch forums where students, staff and faculty could air their views and share ideas with him and other senior administrators.

Continuous Quality Improvement (CQI)

CQI is the centrepiece of Concordia's new management style. It's an approach to the workplace that relies on consensus-building to solve internal problems, simplify procedures, and save time and money.

Units throughout the University, including the Library, Bookstores, Advancement and Public Relations Department, have undertaken CQI projects with great success. By identifying administrative blockage, defining stakeholders, and brainstorming solutions, employees have improved their own working conditions, and, in some cases, saved the university thousands of dollars.



A balloon-toting throng of about 450 students, staff, faculty and Board members took to the streets in the sixth annual Shuffle between Concordia's two campuses at the end of September. A total of \$52,643 was raised. This was a record for the event, and included nearly \$30,000 from the University community. (M.C. Pélouquin & C. Fleury)

A snapshot of attitudes

Perceptions about Concordia were revealed in a Decima survey commissioned by the University. The results, released in February, showed that current students had overwhelmingly picked Concordia as their first or only choice. Their main incentive was to enrol in a specific program offered here. More than three-quarters of them particularly liked Concordia's flexibility, and were joined by CEGEP and former Concordia students in praising the University's emphasis on real-world experience.

About 14 per cent of our students are francophone. Many of them said they applied to Concordia because it is an English-language institution. Nine out of 10 alumni would recommend Concordia to others, and they see themselves as living proof that Concordia graduates get good jobs. Most students and alumni believe the University's reputation has stayed constant or improved in recent years.

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Initial research and writing: Alison Ramsey
Design and production: Concordia Marketing Communications
French Translation: Concordia Translation Services

Pour obtenir la version française de ce Rapport, veuillez téléphoner au 848-4880.

Public Relations Department
1455 de Maisonneuve Boulevard West
Montréal, Québec H3G 1M8
Tel: (514) 848-4880 - Fax: (514) 848-2814
E-mail: pubrel@alcor.concordia.ca
Concordia University World Wide Web Site: www.concordia.ca